

THE HEALTH SERVICES INSPECTION PROJECT OFFICER'S GUIDE FOR ACTIVE DUTY

1. Introduction. This project officer's guide contains a detailed description of activities that take place prior to and during Sustained Performance Odyssey inspections, the integrated Health Services Inspection (HSI) and Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey, for active duty Medical Treatment Facilities (MTF). This document should be used in conjunction with the HSI Guide, its protocols and the JCAHO Comprehensive Accreditation Manual for Ambulatory Care or the Comprehensive Accreditation Manual for Hospitals.

2. Sustained Performance Odyssey (SPO). The Air Force Inspection Agency (AFIA) implemented the SPO in Jan 01 to give the Air Force Medical Service (AFMS) leadership more accurate information on the performance of AFMS programs. The window of vulnerability for selection is between 12 and 48 months after the last HSI/JCAHO inspection. SPO shifts emphasis from "inspection preparedness" to "sustained performance," while reducing the time and resources spent on pre-inspection "ramp-up." As such, **we strongly discourage the cancellation of leaves and TDYs for program managers.** Upon MTF notification, all programs are considered frozen, and any corrective action taken after notification will not impact the inspection scores. However, routine processes such as operating instruction review/update should proceed as usual.

3. Project Officer Responsibilities. The unit commander should appoint an individual to be the single point of contact for the HSI and JCAHO survey. The project officer coordinates preparation activities prior to the HSI and provides support during the inspection. He/She should be available during the 4 weeks prior to the inspection and throughout the entire inspection period. The project officer should thoroughly review all HSI information available on the AFIA website at <https://www-4afia.kirtland.af.mil>. The project officer should download the HSI Guide (which includes the inspection criteria and conference protocols), the Unit Demographics worksheet and the On-Site Document List to prepare for the inspection/survey.

4. IG Team Composition. Inspectors assigned to the AFIA Medical Operations Directorate (HQ AFIA/SG), conduct the HSI portion of SPO. Team composition will normally consist of the personnel listed below. A senior inspector will be designated as team chief. The team will also have a designated trip coordinator to assist in logistical preparations for the visit. Additionally, the team may be accompanied by trainees (newly assigned AFIA medical inspectors) or by jumpseaters (MTF personnel who seek familiarization with the HSI process). The trip coordinator will identify specific team composition at the time of notification.

Typical HSI Team Composition

Life Skills Support Officer	Health Services Administrator
Bioenvironmental Engineer	Nurse
Dentist	Public Health Officer
Flight Surgeon	Senior Enlisted Manager
Team Chief	

5. JCAHO Team Composition. The HSI occurs simultaneously with the JCAHO survey. The AFIA/SG inspectors will be joined by 2-5 JCAHO surveyors depending on the size and scope of services provided by the MTF. The HSI trip coordinator will forward information on the designated JCAHO surveyors to the MTF after notification. The JCAHO corporate account representative will coordinate JCAHO arrival directly with the MTF project officer. Please contact the trip coordinator for the name and number of the corporate account representative. Typical JCAHO team composition will include the following:

JCAHO Physician
JCAHO Ambulatory Surveyor
JCAHO Administrative Surveyor

6. AFIA/SG Liaison. The Chief, Medical Inspection Support Division, is the liaison for issues related to HSI inspections. The contact numbers are DSN 246-2566 or comm (505) 846-2566. The NCOIC, Medical Inspection Support Division, serves as the alternate and can be reached at DSN 246-2482. Our address is HQ AFIA/SG, 9700 G Avenue SE, Kirtland AFB NM 87117-5670. Please direct e-mail to us at afia.sg@kirtland.af.mil or fax us at DSN 246-2428, comm (505) 846-2428. The Support Division maintains Odyssey application packages, provides points of contact for HSI Guide clarification and acts as backup to the trip coordinators.

7. SPO Applications. Under agreement between the Air Force and JCAHO, MTFs are not required to complete the typical JCAHO application for survey. They are required to complete an annual SPO application, which serves the same purpose. All units should have a current application package on file at AFIA/SG. The SPO application should be **updated** whenever key personnel or services change and whenever operational issues, i.e. deployments or major exercises, might interfere with the inspection process. Current application information is essential. Application updates may be submitted via the AFIA website <https://www-4afia.kirtland.af.mil/> by clicking Medical Operations>Update Odyssey Info.

8. Unit Demographics Worksheet. The project officer should complete the unit demographics sheet immediately after notification. The worksheet is available on the web site at <https://www-4afia.kirtland.af.mil/> by clicking on Medical Operations>HSI Information>Unit Demographics. Please return the completed worksheet via e-mail to afia.sg@kirtland.af.mil or to the trip coordinator's e-mail address NLT **10 working days after notification**. The document may also be faxed to AFIA/SG at DSN 246-2428 or comm (505) 846-2428.

9. HSI/JCAHO Agenda. AFIA and JCAHO use standardized templates for ambulatory, hospital and medical centers. The first draft of the combined HSI/JCAHO agenda will be forwarded to the project officer by the trip coordinator shortly after notification. Additional changes will be worked through the trip coordinator for both HSI and JCAHO inspectors/surveyors. The joint agenda outlines schedules for all conferences, duty section visits, etc. Some pointers to remember when working the agenda:

- 9.1. Address concerns or proposed agenda modifications with the trip coordinator as soon as they are identified. If the medical unit staff feels a conference is not appropriate for their medical unit, please review the protocols and consult with the trip coordinator.

- 9.2. Identify conference attendee discrepancies to the trip coordinator as soon as they are noted. We will resolve attendance conflicts after reviewing JCAHO/HSI requirements and suggest alternatives. However, conflicts will sometimes occur. When they are encountered, selecting an appropriate alternate to attend the conference is absolutely appropriate.
- 9.3. Distribute the agenda to all personnel who will attend the conferences. Provide all participants a copy of the protocols for the conferences they will be attending so that they may prepare early to discuss conference topics.
- 9.4. Use the protocols referenced on the agenda to determine number and mix of staff members participating in conferences. If conference attendees work outside the MTF ensure they are notified well in advance.
- 9.5. Provide an inspector-specific agenda in each inspector's/surveyor's information packet. Give the trip coordinator a complete schedule. This schedule should also list meeting locations.
- 9.6. Although we make every attempt to adhere to the published conference agendas, last-minute changes are occasionally necessary. Please encourage the medical unit staff to be flexible in accommodating last minute JCAHO/HSI scheduling changes. Any unresolved conflicts should be immediately addressed to the trip coordinator.

10. Conference Rooms.

- 10.1. Use the protocol to determine the number of attendees, and then schedule appropriately sized rooms for all the conferences. Please take note if a table is required based on the protocol. While not ideal, use of rooms in other buildings may be necessary. Please ensure the schedule notes these locations.
- 10.2. Arrange the meeting room chairs so they facilitate communication.

11. Wing/Center Coordination. (Please refer to the HSI agenda for the dates and times.)

- 11.1. Courtesy call for the wing/center commander and wing/center senior enlisted manager. Schedule the IG team chief, JCAHO team chief and medical unit commander to meet with the wing/center commander for 30 minutes prior to the MTF inbrief. Generally, the medical unit commander, JCAHO team chief and IG team chief travel together to this meeting. During the same time frame, our senior enlisted manager inspector makes a courtesy call to the wing/center senior enlisted manager.
- 11.2. Outbrief with wing/center commander. Schedule the IG team chief, JCAHO team chief and medical unit commander to meet with the wing/center commander for a 30 minute out-brief in the afternoon on the last day of the inspection. Generally, the

medical unit commander, JCAHO team chief and IG team chief travel together to this meeting.

12. Opening Conference (Inbrief) Requirements. Refer to Protocol LED 2A.

13. Exit Conference (Outbrief) Requirements. Refer to Protocol LED 18A.

14. IG/JCAHO Work Center/Work Areas: Please arrange the following items prior to the IG team's arrival:

- 14.1. Reserve a work center with adequate tabletop workspace for all IG team members and JCAHO surveyors. Ideally, at least four feet of "table front" space is desirable for each inspector to accommodate a laptop computer and documents. We would greatly appreciate the use of any nearby room (e.g., library, training room, etc.) as additional temporary workspace.
- 14.2. Arrange a separate work area for the HSI team chief and a second work area for the JCAHO team chief (not the medical unit commander's office). These offices should be as close to the work center as possible.
- 14.3. Do not schedule the work center for any conferences or other activities.
- 14.4. The work center and the team chief offices should each have at least one telephone with DSN access.
- 14.5. We would appreciate convenient access to microwave, refrigerator, coffee, water and cups (all in small quantities). If possible, these items should be in the work area. The team will reimburse the medical unit for the items consumed. The payment structure is a la carte. Ensure a price list and money box are available.
- 14.6. Place a sign on the work center door: "JCAHO/IG Work Center: Please knock before entering."
- 14.7. Place a sign on the team chief work area doors: "JCAHO/IG Team Chief: Please knock before entering."
- 14.8. Please provide three keys to the work center. Since the team may need access to the facility after-hours, please make arrangements and inform the trip coordinator of procedures to follow for after-hour entry.

15. On-site Documents.

- 15.1. Make sure all on-site documents are placed in the work center, unless otherwise requested. The Sustained Performance Odyssey document list is available on the AFIA website at <https://www-4afia.kirtland.af.mil/> by clicking Medical Operations>HSI Info>On-Site Document List.

15.1.1. Credentials-related documents regarding inquiries, investigations, abeyances and adverse actions will need to be reviewed, but may be kept in the credentials office.

15.1.2. Boxes should be labeled with the on-site list contained in that box. If the requested information does not exist, or if it is found somewhere else in the requested documents (or in the JCAHO documents), place a sheet of paper stating such in the labeled file folder. This is particularly important if the medical unit has combined plans or documents and the team is not aware.

15.2. Any time medical records or credential files need to be removed from the unit, the project officer will prepare a list of the records and have the inspector sign for them. When review is completed, the project officer will sign for receipt of the records upon return to ensure their accountability and security.

16. IG Work Center Administrative Supply Requirements. Please have the following items available in the work center:

- Name and number of systems person dedicated to support the team; this individual should ensure availability of the following:
 - One Pentium II computer with minimum of 32 MB RAM (prefer 128 MB) and color VGA monitor
 - WINZIP, ACCESS 2000 and Snapshot (should be loaded on computer)
- Two high-speed laser printers (HP 4 Plus or newer) with print drivers
- Message board set up in work center
- Power strips (four)
- Box for additional/supplemental information set up in hallway outside the work center
- Two hand carts/dollies (if possible)
- Shredder
- Ballpoint pens or fine felt-tip pens, (12) black and (12) red
- Paper for printer (2 reams)
- Paper clips 1" size (3 packages)
- Staplers (2)
- Three folders with pockets and three medium clips
- Steno pads (3); 8.5 X 11 pads of paper (3)
- Highlighters (3 yellow)
- Post-it notes: small (12), medium (12) and large (12)
- Computer disks (10), 3.5 inch, pre-formatted, high density
- Current dictionary (1)
- Ensure the inspection team has reasonable access to a copier and fax machine
- Post the project officer's pager/phone number, the commander's office number, the systems office number, the work center and team chief's office numbers

17. Project Officer Activities. Modifications to the schedule may be necessary depending on unique requirements at each location.

17.1. On the day of notification:

- 17.1.1. As soon as possible, arrange for public posting of Joint Commission survey (as per JCAHO manual).
- 17.1.2. Make lodging arrangements for team members as soon as possible. Arrange for on-base lodging whenever possible.
- 17.1.3. Make tentative billeting arrangements for JCAHO surveyors. They will normally stay on base with the HSI team. JCAHO team chief is responsible for contacting the project officer to make final lodging arrangements.
- 17.1.4. Assign one team member per room or suite. As a reminder: Colonels and CMSgts on the team should be billeted in DV, chief's quarters or other appropriate quarters. The primary DV quarters should be designated for the team chief.
- 17.1.5. The team should be billeted in the same area when possible. We realize there will be exceptions due to rank or facility limitations. We prefer ground floor rooms because of the need to transport document boxes.
- 17.1.6. Apprise the trip coordinator of any unique requirements (e.g., 220V power). Please attempt to assign inspectors to rooms with direct DSN access.
- 17.1.7. Pre-register each team member prior to arrival.
- 17.1.8. Provide the following information to each team member. If possible, place the information in each team member's room or have available at the work center when documents are picked up:
 - A listing of medical inspector/surveyor room assignments with building and telephone numbers.
 - Instructions on how to use the telephone, including DSN and commercial telephone access, on-base calls, room-to-room calls and data line use. Additional information is not needed if this is already addressed by billeting brochures in rooms.
 - Information packet (include base and local area maps, base information, on- and off-base dining).
 - Inspector-specific copies of the HSI agenda indicating the locations of the meetings.
 - A medical facility floor plan with directions to the work center, conference rooms (with their designations marked) and the location of IG team and

JCAHO surveyor reserved parking at the unit. Please designate the entrance to be used after-hours and on weekends.

- If the team is billeted off base, please arrange for non-availability statements for each team member and place them in the information packets.

17.1.9. Do not place refreshments in the rooms. While a nice gesture, IG members are not permitted to accept these items and will have to return them or reimburse you for them. Likewise, the JCAHO Employee Handbook discourages surveyors from accepting gifts, entertainment or other benefits under circumstances that might be construed as influencing the performance of his or her abilities. This would include any food service.

17.2. Team Arrival Day

17.2.1. The trip coordinator will advise the project officer of the time the team will meet at the unit to pick up on-site documents. Please ensure all documents and keys are readily available, as specified.

17.2.2. Have instructions on how to use the telephone, including DSN and commercial telephone access, on-base calls and data line use available at the work center when documents are picked up.

17.2.3. The project officer should arrange pick up of GOVs and keys with the trip coordinator. At the completion of the HSI, the team members usually leave the GOVs where they picked them up (see paragraph 19, Transportation below).

17.2.4. The project officer should have medical unit and work center keys available (include any file cabinet keys).

17.2.5. The project officer should confirm with the team chief the details of the courtesy call on the wing/center commander.

17.2.6. The project officer should provide a very brief, informal tour of support areas such as team chief's office, JCAHO office, fax, shredder, copier (if not in workcenter), phones, in-brief location, rest rooms, snack machines, workcenter snack set-up, computer use and access codes, after-hours procedures, how to contact the project officer, commander's office and the systems office.

17.2.7. The project officer should place a call to the gate guards reminding them of the SPO team (HSI and JCAHO) arrival.

17.3. Report Generation Day

- 17.3.1. Inspectors may need access to medical unit staff members to resolve unanswered questions.
- 17.3.2. Project officer and trip coordinator complete a walk-through of the work center, turn-in equipment/keys and discuss turn-in of the GOVs.

18. Transportation:

- 18.1. For stateside inspections, no arrangements are necessary for transportation to and from the airport. Due to the use of several rental vehicles, it is helpful for the Project Officer to arrange gate passes for these vehicles. A streamlined gate pass procedure is much appreciated by both the Joint Commission surveyors and the HSI team.
NOTE: JCAHO surveyors do not typically have a military ID and they often arrive after hours.
- 18.2. The project officer should arrange for three GOVs (sedans if possible) for use by the HSI team during the inspection.
- 18.3. Arrange for off-base driving privileges for the government vehicles and explain the procedure for rental car access to the base gate.
- 18.4. While we rarely need to refuel GOVs during the inspection, please be prepared to assist in doing so.
- 18.5. For overseas inspections, the team may need some assistance with transportation to and from the airport. The trip coordinator will work closely with the project officer if this is the case. If special tests or licenses, passports, country clearances or immunizations are required, please notify and work with the trip coordinator to make the appropriate arrangements.

19. Socialization. While the team would enjoy meeting with the installation staff in a social setting, TIG rules do not allow the medical inspectors to participate in unit or host wing social gatherings or to socialize with individuals of the unit inspected. This is to avoid the appearance of any conflict of interest.

20. Summary. The project officer plays a critical role in ensuring a successful odyssey for both the visiting team and the medical group. He/She acts as AFIA's representative prior to our arrival for coordinating and resolving issues (such as scheduling conflicts, logistical arrangements, etc) and serves as a conduit for information from AFIA to the medical unit. The project officer requires the support of the MTF commander and medical group staff to ensure a successful visit.